

**AT&T Measurements
Attachment 12, Section 2
Firm Order Confirmation**

Item 2.4, September Data

| Create Date | Total LSR | HOURS | | | | | | | | | | | | | |
|--------------------|------------------|-------------|------------|------------|-----------|-----------|-----------|------------|-----------|------------|-----------|------------|-----------|-------------|------------|
| | | <4 | % <4 | 4-8 | % 4-8 | 8-12 | % 8-12 | 12-16 | % 12-16 | 16-20 | % 16-20 | 20-24 | % 20-24 | <24 | % <24 |
| 01-Sep-97 | 200 | 123 | 62% | 5 | 3% | 4 | 2% | 42 | 21% | 4 | 2% | 5 | 3% | 183 | 92% |
| 02-Sep-97 | 95 | 25 | 26% | 6 | 6% | 0 | 0% | 1 | 1% | 24 | 25% | 17 | 18% | 73 | 77% |
| 03-Sep-97 | 194 | 63 | 32% | 7 | 4% | 0 | 0% | 1 | 1% | 10 | 5% | 19 | 10% | 100 | 52% |
| 04-Sep-97 | 240 | 99 | 41% | 7 | 3% | 0 | 0% | 4 | 2% | 4 | 2% | 0 | 0% | 114 | 48% |
| 05-Sep-97 | 557 | 304 | 55% | 18 | 3% | 1 | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 324 | 58% |
| | | | | | | | | | | | | | | | |
| 07-Sep-97 | 22 | 1 | 5% | 2 | 9% | 0 | 0% | 4 | 18% | 0 | 0% | 0 | 0% | 7 | 32% |
| 08-Sep-97 | 122 | 53 | 43% | 1 | 1% | 1 | 1% | 1 | 1% | 0 | 0% | 2 | 2% | 58 | 48% |
| 09-Sep-97 | 91 | 35 | 38% | 1 | 1% | 0 | 0% | 1 | 1% | 0 | 0% | 0 | 0% | 37 | 41% |
| 10-Sep-97 | 239 | 70 | 29% | 7 | 3% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 78 | 33% |
| 11-Sep-97 | 134 | 32 | 24% | 2 | 1% | 2 | 1% | 0 | 0% | 0 | 0% | 1 | 1% | 37 | 28% |
| 12-Sep-97 | 139 | 29 | 21% | 0 | 0% | 0 | 0% | 7 | 5% | 2 | 1% | 0 | 0% | 38 | 27% |
| 13-Sep-97 | 146 | 57 | 39% | 4 | 3% | 0 | 0% | 4 | 3% | 0 | 0% | 1 | 1% | 66 | 45% |
| | | | | | | | | | | | | | | | |
| 15-Sep-97 | 262 | 115 | 44% | 20 | 8% | 5 | 2% | 10 | 4% | 18 | 7% | 13 | 5% | 181 | 69% |
| 16-Sep-97 | 123 | 31 | 25% | 3 | 2% | 1 | 1% | 0 | 0% | 1 | 1% | 0 | 0% | 36 | 29% |
| 17-Sep-97 | 122 | 13 | 11% | 13 | 11% | 0 | 0% | 1 | 1% | 0 | 0% | 3 | 2% | 30 | 25% |
| 18-Sep-97 | 45 | 13 | 29% | 1 | 2% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 14 | 31% |
| 19-Sep-97 | 149 | 33 | 22% | 0 | 0% | 0 | 0% | 1 | 1% | 1 | 1% | 0 | 0% | 35 | 23% |
| 20-Sep-97 | 129 | 58 | 45% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 1% | 37 | 29% | 96 | 74% |
| 21-Sep-97 | 7 | 6 | 86% | 0 | 0% | 1 | 14% | 0 | 0% | 0 | 0% | 0 | 0% | 7 | 100% |
| 22-Sep-97 | 79 | 30 | 38% | 7 | 9% | 6 | 8% | 12 | 15% | 1 | 1% | 2 | 3% | 58 | 73% |
| 23-Sep-97 | 129 | 61 | 47% | 5 | 4% | 7 | 5% | 19 | 15% | 3 | 2% | 9 | 7% | 104 | 81% |
| 24-Sep-97 | 156 | 83 | 53% | 5 | 3% | 6 | 4% | 21 | 13% | 19 | 12% | 0 | 0% | 134 | 86% |
| 25-Sep-97 | 133 | 65 | 49% | 22 | 17% | 4 | 3% | 2 | 2% | 7 | 5% | 4 | 3% | 104 | 78% |
| 26-Sep-97 | 79 | 63 | 80% | 1 | 1% | 2 | 3% | 0 | 0% | 0 | 0% | 3 | 4% | 69 | 87% |
| 27-Sep-97 | 112 | 61 | 54% | 32 | 29% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 93 | 83% |
| | | | | | | | | | | | | | | | |
| 29-Sep-97 | 126 | 33 | 26% | 5 | 4% | 22 | 17% | 6 | 5% | 2 | 2% | 14 | 11% | 82 | 65% |
| 30-Sep-97 | 186 | 4 | 2% | 12 | 6% | 20 | 11% | 29 | 16% | 11 | 6% | 9 | 5% | 85 | 46% |
| TOTAL | 4016 | 1560 | 39% | 186 | 5% | 82 | 2% | 166 | 4% | 108 | 3% | 141 | 4% | 2243 | 56% |

NA = Not applicable
(NA indicates measurements that do not apply to the particular measurement group)

Blank cells occur as a result of either No activity
or when a divide by zero error would result.

am 2.5 September Data

| Company Code | Total Rejects | Rejects Notified within 1 hour | % Notified within 1 hour |
|--------------|---------------|--------------------------------|--------------------------|
| 121 | 542 | 33 | 6% |

NA = Not applicable
(NA indicates measurements that do not apply to the particular measurement group)

Blank cells occur as a result of either No activity

ATTACHMENT 43

BEFORE THE
FLORIDA PUBLIC SERVICE COMMISSION

In the Matter of :
:
In re: Consideration of : DOCKET NO. 960786-TL
BellSouth Telecommunications, :
Inc.'s entry into interLATA :
services pursuant to Section :
271 of the Federal :
Telecommunications Act of 1996.:

FIRST DAY - EVENING SESSION

VOLUME 6

Pages 665 through 730

BEFORE: CHAIRMAN JULIA A. JOHNSON
COMMISSIONER J. TERRY DEASON
COMMISSIONER SUSAN F. CLARK
COMMISSIONER DIANE K. KIESLING
COMMISSIONER JOE GARCIA

PROCEEDING: HEARING

DATE: Tuesday, September 2, 1997

TIME: Commenced at 5:30 p.m.

PLACE: 4075 Esplanade Way, Room 148
Tallahassee, Florida

REPORTED BY: JANE FAUROT, RPR
Notary Public in and for
the State of Florida at Large

APPEARANCES: (As heretofore noted.)

I N D E X

WITNESSES

| NAME | PAGE NO. |
|--|----------|
| ROBERT C. SCHEYE | |
| Continued Cross Examination by Mr. Tye | 667 |
| Cross Examination by Mr. Canis | 669 |
| Cross Examination by Mr. Finch | 708 |
| Cross Examination by Ms. Barone | 710 |

EXHIBITS - VOLUME

| NUMBER | ID. | ADMTD. |
|--------|---|--------|
| 28 | September 10, 1996 letter from Dender to Allen | 695 |
| 29 | (Late-filed) Update to Late-filed Deposition Exhibit No. 9 | 714 |
| 30 | (Late-filed) ILECs for which subscriber information is not made available to BellSouth | 720 |
| 31 | (Late-filed) How Exhibit 27 bill was generated by BellSouth; is BellSouth capable of providing a mechanized bill for unbundled network elements; does this include billing for unbundled local switching and local transport; include billing systems, billing for UNEs | |

1 Q And is it true that BellSouth maintains two of
2 these?

3 A Yes.

4 Q What are the functions of the LCSCs?

5 A They are basically the interface with the
6 carriers for orders.

7 Q Orders for what kinds of services?

8 A Interconnection, resale and mental network
9 elements.

10 Q Do you consider the LCSC a part of the OSS
11 systems established by BellSouth?

12 A It's sort of the people behind the systems, I
13 guess you could say.

14 Q So the job performed by the people in the LCSC
15 ultimately -- is it safe to say that the job performed by
16 the people in the LCSC ultimately affects the effectiveness
17 of BellSouth's OSS?

18 A It can in those instances where an order requires
19 a manual intervention. Some orders are completely
20 electronic and then they wouldn't be directly involved.

21 Q Do you know what kind of CLEC services -- orders
22 for -- whether they be orders for resale services,
23 interconnection, or unbundled elements currently are handled
24 through the LCSC?

25 A I think they all are in one form or another.

1 BEFORE THE
2 FLORIDA PUBLIC SERVICE COMMISSION

3 In re: Consideration of :DOCKET NO. 960786-TL
4 BellSouth Telecommunications, :
5 Inc.'s entry into interLATA :
6 services pursuant to Section 271 :
7 of the Federal Telecommunications :
8 Act of 1996. :

9 SECOND DAY - AFTERNOON SESSION

10 VOLUME IX

11 PAGE 1004 through 1176

12 PROCEEDINGS: HEARING

13 BEFORE: CHAIRMAN JULIA L. JOHNSON
14 COMMISSIONER J. TERRY DEASON
15 COMMISSIONER SUSAN F. CLARK
16 COMMISSIONER DIANE K. KIESLING
17 COMMISSIONER JOE GARCIA

18 DATE: Wednesday, September 3, 1997

19 TIME: Commenced at 2:50 p.m.

20 PLACE: Betty Easley Conference Center
21 Room 148
22 4075 Esplanade Way
23 Tallahassee, Florida

24 REPORTED BY: NANCY S. METZKE, RPR, CCR

25 APPEARANCES:

(As heretofore noted.)

| | | |
|----|---|----------|
| 1 | I N D E X | |
| 2 | WITNESSES | |
| 3 | NAME | PAGE NO. |
| 4 | ROBERT C. SCHEYE | |
| 5 | Cross Examination By Mr. Canis . . . | 1007 |
| 6 | | |
| 7 | GLORIA CALHOUN | |
| 8 | Direct Examination By Mr. Ellenberg . . . | 1039 |
| | Prefiled Direct Testimony Inserted . . . | 1042 |
| 9 | Prefiled Rebuttal Testimony Inserted. . . | 1112 |
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1 on your part?

2 A Yes.

3 Q Or do you know?

4 A I do not know. I did not conduct this study. I
5 wasn't part of this study. You and I are reading along the
6 same information, so we have the same information. You saw
7 the original report just like I did, but resale was
8 certainly part of it, so these kinds of orders would be
9 part of it.

10 Q Now the test referred to in this second bullet
11 point, this test was conducted using entirely simulated
12 service orders; is that correct?

13 A That's what it says, yes, sir.

14 Q And it does not indicate that any such study was
15 conducted using actual service orders submitted by CLECs;
16 is that correct?

17 A That's what it says, correct.

18 Q Now this bullet point also talks about a work
19 simulation of basic single line resale. To your knowledge,
20 has any test been conducted on LCSC's performance in regard
21 to unbundled network elements?

22 A It doesn't say right here. I'm sure they -- part
23 of the process had to do with unbundled network elements.
24 They are just spelling out a particular piece right here,
25 so some of the orders they processed were certainly for

1 unbundled network elements. Some of them may have been
2 simulated orders; some of them were likely to be live
3 orders.

4 Q Mr. Scheye, I'm going to have to ask you to be a
5 little more specific in terms of what you are assuming and
6 what you actually know.

7 A As I said, I didn't do the study. I didn't do
8 the report. The study was not done on my behalf. I can
9 only give you the same information you are reading from,
10 and I don't claim to have had the study done on my behalf,
11 so I don't have all the details.

12 Q Well, may I ask you then, are you aware of any
13 studies conducted on the LCSC's handling of unbundled
14 network elements?

15 A Not specifically I'm not, no.

16 Q Are you aware of any studies conducted on the
17 LCSC's handling, using any task, using real or simulated
18 data, concerning the LCSC's handling of data services,
19 including HDSL, ADSL, DS-1, ISDN or 56- or 64-kilobit
20 unbundled loops?

21 A Not with that level of specificity, no.

22 Q Are you aware of any tasks conducted on the
23 LCSC's handling using real or simulated data of data
24 circuits of any sort?

25 A Of data services? Again, not with that level of

ATTACHMENT 44

**ANALYSIS CONDUCTED FOR
BELLSOUTH - LCSC
ATLANTA, GA - BIRMINGHAM, AL
MARCH 3, 1997 - MARCH 13, 1997**

002767

TABLE OF CONTENTS

- I. LETTER OF ENGAGEMENT**
- II. FINANCIAL HIGHLIGHTS**
- III. SUMMARY OF ANALYSIS FINDINGS**
- IV. SUMMARY OF WHAT WE PROPOSE**



DEWOLFF, BOBERG & ASSOCIATES, INC.

Resources to management for improving performance

P.O. Box 21989 • Charleston, South Carolina 29413-1989 • (800) 800-6030

Mr. Edward A. English
Senior Director - Interconnection Services
BellSouth Telecommunications
675 West Peachtree Street
Atlanta, GA 30375

March 13, 1997

Dear Mr. English:

Thank you for the opportunity you provided us to analyze the BellSouth LCSC operations in Atlanta, GA and Birmingham, AL. Our objective was to determine whether we could make a worthwhile application of our systems and training installations, designed to reduce costs while improving manager, supervisor and employee effectiveness.

We realize that many of the thoughts we express may have been previously considered by your management group. Your ideas, combined with ours and developed through full participation during the course of the program, will assure maximum results. We consider our ability to install our proposals, achieving predictable and measurable results, to be the most important factor in our usefulness to you.

In our presentations, we have not taken time praising the many good points we have seen, because only by facing the weaknesses, and correcting them, can valuable results be obtained. Our program will consist of working with your people to correct the weaknesses we have outlined. Naturally, our preliminary analysis can only outline areas inviting more detailed study in the application of the principles we propose.

Although we feel there will be enormous productivity and service level gains from the implementation of our management operating system and employee skills training programs, we are not able to put a financial value on them because of the lack of a historical base to measure against. We will, however, measure and track the actual levels of productivity and service to ensure that acceptable levels are achieved.

Please note that we are not attempting to put a financial value on the many collateral benefits that will come about as a result of this program, such as stronger teamwork, quality and service awareness, and ongoing improvements made by your people using this process.

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Mr. English
March 13, 1997

The total cost for the development, training and installation of this program is Seven Hundred Ninety Two Thousand Dollars (\$792,000). We anticipate spending 22 consecutive calendar weeks on your premises, invoicing you Thirty Six Thousand Dollars (\$36,000) per week. All invoices are payable weekly as invoiced. You may discontinue this program at any point and will only be charged for time spent to date.

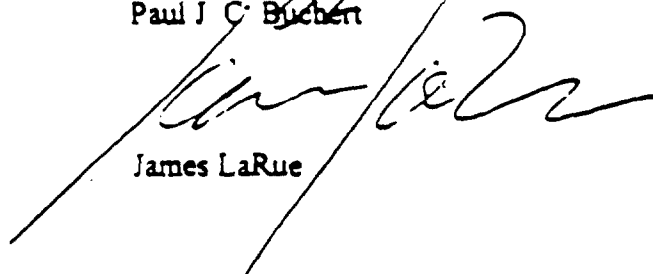
In the eighteenth week of our program, we will be prepared to discuss the need for transition with our Continuous Improvement Services Group. The purpose of this service is to provide a limited, on-going, follow-up with your people to ensure that the performance improvements are maximized and do not deteriorate over time. The extent and cost for this optional service will be determined at this time.

So that we may use staff members already familiar with your operations and this proposal, we would appreciate your authorization to proceed today. If we are able to start this program on Monday, March 17, 1997, we would plan on using the chief and selected staff from our analysis to provide continuity. We look forward to working with you and your people, and are convinced you will find it a rewarding experience.

Sincerely yours,

DEWOLFF, BOBERG & ASSOCIATES, INC.


Paul J. C. Buchert


James LaRue

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SUMMARY OF ANALYSIS FINDINGS

OVERVIEW

This analysis was conducted for the LCSC operations in both Atlanta and Birmingham from March 3, 1997 to March 13, 1997. The purpose was to identify and quantify any opportunities that might exist to improve the operations as your volume and manpower ramps up to meet the forecasted volume. Our purpose was also to develop an approach that addressed these opportunities which was consistent with your vision for the LCSC operation at BellSouth.

We worked with managers and supervisors in their area. The receptivity of your management group and employees was excellent as they shared with us their process flow problems, training deficiencies and frustrations. We conducted behavioral analyses to determine how supervisors utilized their time, supported their people, and we identified the consequences of their management style. We performed a diagnostic assessment of your management organization to determine their attitudes concerning the roles and responsibilities of effective supervision. Our evaluation of your management operating systems was conducted by first determining the effectiveness of the system elements that exist, and second, by evaluating how well they are being utilized by management to crew the operation and resolve operating problems. We determined the current level of labor productivity and the root causes of many problems which diminish productivity. Employee skills analyses were conducted to identify training needs, the degree of flexibility, and management participation in organizational development. We also studied your employee training process by reviewing the systems and training techniques currently in use. We conducted detailed process mapping of two major products, on unbundled and a complicated resale order. This analysis of sample work processes defined the predictability of process compliance, procedures, practices, and the impact these have on productivity, service lead times and quality.

- 1 We conducted behavioral studies with all of your supervisors, spending a day working with them in their department. We concluded that supervisors spend very little time guiding, coaching, or training their people. They also have very limited control over the work flows and processes. We determined that most of their contact with their people was initiated by the employees and was generally spent in a reactive "fire fighting" mode. We did not observe any supervisor spending time training their employees or recognizing a job well done. We noted a direct correlation between the passive behaviors of the supervisors and the attitudes which we determined through our diagnostic questionnaire. The majority of their time is spent on administrative activities, from which we saw little added value, or was idle / available.
- 2 Our diagnostic assessment indicates that your supervisory level has a poor understanding of the concepts of proactive supervision, organizational development, and systems utilization. We believe this passive management style is a result of a lack of an effective management operating system in LCSC which would support their efforts to resolve operating problems and address training needs. We also noted the absence of management training programs which provide them with the skill sets necessary to function effectively in a start up operation such as LCSC.
- 3 Your LCSC management systems contain fragments of most of the basic elements required to control an order entry operation. However, although many of the elements exist, they will require significant upgrades to make them effective management tools. Those elements which could be effective such as assignment controls are not being used by management to identify root causes of productivity, quality and service problems. There are significant opportunities to improve the utilization of your systems by training management on how to identify process breakdowns, causes of rework, training needs and to provide employee feedback.

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- 4 The productivity studies which were conducted with your service representatives indicate that there was a significant opportunity to improve your effective use of labor. This level of ineffective utilization is a result of unclear expectations, employee skills deficiencies, the lack of process documentation and control over the work flow. These problems are unnecessarily inflating your operating cost and limiting your ability to deliver a consistently high level of customer service. Excessive errors and rework are lowering the quality of your service due to missed dates and excessive lead times. The root causes of these problems continue without supervision identifying the problems or developing corrective action strategies.
- 5 Your employees are not effectively trained to maximize their skills and productivity. These training deficiencies are having a negative impact on both service and quality. We noted that employees must rely upon fellow employees to resolve training needs without the direction nor participation of the supervisors. This is limiting productivity as employees are constantly interrupting fellow workers to get help and direction. Many of your key jobs have insufficiently trained people to assure that employees can be assigned to meet volume requirements. This situation is especially acute as you look forward toward your anticipated ramp up of operations at the LCSC. The lack of supervisory participation is reflected in their poor attitude toward the subscale of employee development as noted in our diagnostics.
- 6 Our evaluation of your basic work processes in both resale and unbundled, indicated they lack process documentation, compliance, and the accuracy to provide a predictable, high quality output. We repeatedly observed employee skills deficiency and errors which is negatively impacting both productivity and quality. Your current level of quality is unnecessarily low. Due to numerous operating problems, training deficiencies and process non-compliance, this level of quality is inflating your operating costs per order, and contributing to delays in customer service. The current level of errors is alarming due to the low volume level and the fact that current employees whom we studied have been on their current jobs from four months to a year. These quality problems and errors are recurring several times per day without supervisory awareness or corrective action.

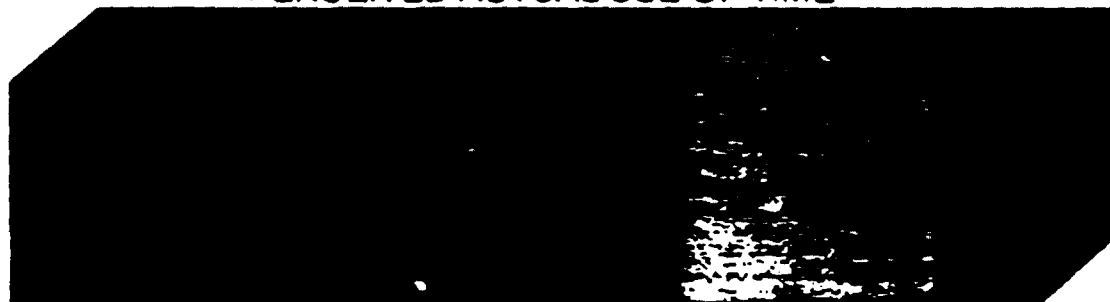
BELLSOUTH LCSC
ATLANTA - BIRMINGHAM
SUPERVISORY USE OF TIME

| CODE | DESCRIPTION |
|------|------------------|
| | SUPERVISING |
| | PROBLEM SOLVING |
| | ADMINISTRATIVE |
| | EMPLOYEE WORK |
| | IDLE / AVAILABLE |

ACTUAL USE OF TIME



PERCEIVED ACTUAL USE OF TIME



PERCEIVED IDEAL USE OF TIME



SPECIFIC POINTS

1 Supervisors do not use their time to direct, coach or train their people. Their basic management style is passive or reactionary and they tend to deal only with the symptoms of recurring problems. When an employee does bring problems to their attention, supervisors often simply take the problem over upon themselves to solve and do not train. Our observation of supervisory behavior identified the following results.

- Only 12% of their available time is spent in any type of supervisory interaction with their people. The range of time spent in supervisory interaction with their people was from 2 to 22%. The time that we did observe supervising was typically a reassignment of one person's work to a fellow employee, due to training deficiencies, given to an employee without communicating any performance expectations. We did not see any supervisor actively train an employee, this corresponds to their attitude that they do not feel responsible for the development of their people. We saw no evidence of any supervisors attempting to reinforce/acknowledge high performance or motivating their people. This passive management style often results in the employees lacking direction and clear expectations, resulting in poor productivity, quality, and excessive lead-times which negatively impacts your levels of service.

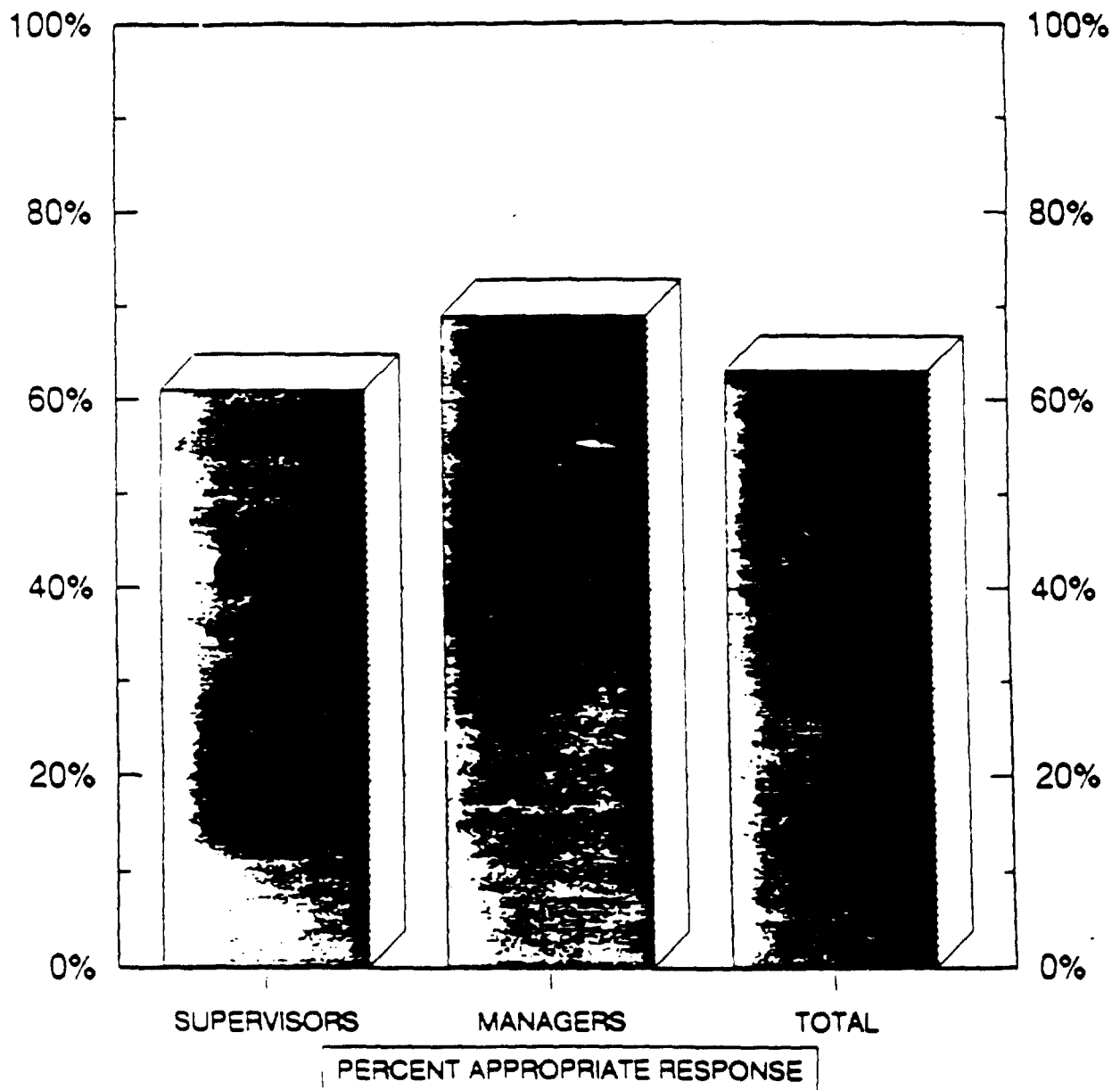
- 37% of their time is spent responding to quality/operating problems or emergencies that are usually brought to their attention by their employees. This problem solving activity was either always reactive, or responding to well established problems. We observed little time devoted to preemptive action to keep problems from occurring or recurring. This "fire fighting" technique results in an approach to problem solving where supervisors address only the symptoms of the problem. We also noted that in the BellSouth culture, the supervisors often take orders which have problems into their office and solve them. They do not train their people. As a result, your problems tend to be recurring. We noted examples where this activity consumed from 14% to 40% of a supervisors' day.

- 38% of their time is spent in administrative functions such as meetings, phone calls, reports or other paperwork which provide little or no added value. Little of this time is spent in planning or analyzing the available data which would cause them to take action. This results in continued process flow problems caused by the lack of action taken to correct the problems in work processes. Reporting variances to plan should be used as a management tool to focus resources on solving root causes of problems. This process was not evident in our supervisory studies. We noted that in the situations where the supervisors spent as little as 31% of their time in administrative activities, the amount of time spent in supervisory interaction with their people ranged from 2% to 22%. This tends to indicate an avoidance management style since even when time was available for direct supervisory interaction with their people they avoided their people.

- 13% of their time is idle or available for other more productive activities. This indicates the supervisors have the time available to take a proactive approach to managing their areas of responsibility. This excessive idle time results in lower employee productivity and quality due to the lack of direct interaction with the employees. A couple of your supervisors spent a third of their time in this activity. In these situations, the amount of time spent in a supervisory interaction with their people was still minimal. The key points are the lack of identifying recurring operating problems, the lack of control over the process flow and the lack of support to their service representatives.
- Your supervisors perceive that they currently spend 35% of their time in supervisory functions and that ideally they would like to spend 35% of their time supervising. This perception is encouraging from the standpoint that they recognize they should be spending more time directing their people, but it is discouraging when compared to their actual time spent in any supervisory function (12%). They are doing what they believe they should be doing and the real problem is the lack of clarity in roles / responsibilities, poor skill sets and unclear expectations as to what they should be doing.

**BELLSOUTH - LCSL
ATLANTA - BIRMINGHAM
DIAGNOSTIC ASSESSMENT OF SUPERVISORY SKILLS
OVERALL SCORES**

| | | |
|---|-----------------------|-------------|
|  | SATISFACTORY | 70% to 100% |
|  | MARGINAL | 60% to 69% |
|  | UNSATISFACTORY | 0% to 59% |



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**BELLSOUTH - LCSC
ATLANTA - BIRMINGHAM**

**SUPERVISORY SKILLS ASSESSMENT
POPULATION DISTRIBUTION**

| | | |
|---|----------------|-------------|
| ■ | SATISFACTORY | 70% to 100% |
| ▨ | MARGINAL | 60% to 69% |
| ■ | UNSATISFACTORY | 0% to 59% |



BELLSOUTH - LCSC ATLANTA - BIRMINGHAM SUPERVISORY SKILLS ASSESSMENT BY SUBSCALE

| | | |
|--|----------------|-------------|
| | SATISFACTORY | 70% to 100% |
| | MARGINAL | 60% to 69% |
| | UNSATISFACTORY | 0% to 59% |

